

9 RESPONSES RECEIVED

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1. Do you regard the ORD Career Service Panel to be responsible for developing careers for ORD staff members in

	<u>Yes</u>	<u>No</u>	<u>Primary Responsibility (check one)</u>
a. ORD	<u>8</u>	<u> </u>	<u>1</u>
b. DD/S&T	<u>8</u>	<u> </u>	<u>1</u>
c. Agency	<u>8</u>	<u> </u>	<u>5</u>
d. Profession	<u>4</u>	<u>3</u>	<u> </u>

2. Should ORD staff members be encouraged to

	<u>Yes</u>	<u>No</u>
a. prepare and disseminate technical staff studies within the intelligence community?	<u>9</u>	<u> </u>
b. prepare and publish technical papers outside the intelligence community?	<u>5</u>	<u>4</u>
c. apply for patents?	<u>5</u>	<u>3</u>
d. prepare and present technical briefings within the intelligence community?	<u>8</u>	<u> </u>
e. make technical presentations outside the intelligence community?	<u>8</u>	<u>2</u>

3. Do you favor requiring a technical briefing by a candidate being considered for promotion prior to action by the Career Service Panel on the promotion?

Yes 2
No 6

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4. Should external technical training on a periodic basis be mandatory for ORD staff members?

Yes 6

No 3

How frequently and what type of training should be given?

Responses from the Division Chiefs on frequency of training range from frequent, short courses to 6-9 month sabbatical leave every five years. The average response would indicate one course every two years in either a technical, intelligence, or managerial field.

5. Do you favor full-time, Government-sponsored university training leading to an advanced degree for selected ORD staff members?

Yes 8

No 1

6. If a program for training as described in Question 5 were adopted, what candidate selection criteria would you recommend and how long would the training period be?

The responses suggest that a candidate for full-time, advanced degree training should be selected on the basis of his past performance, dedication to an Agency career, motivation, his demonstrated interest and ability to successfully pursue a proposed program that directly benefits the Agency.

On the basis of the survey the duration of training ranges from one year to the time required to complete the advanced degree. The average duration is approximately two years.

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7. Should a two-track (technical or managerial) career development system be used in ORD?

Yes 7

No 2

8. Should career development plans be formulated for

6 a. all ORD staff employees?

2 b. for a selected group of

1 1. poor performers?

2 2. outstanding performers?

 c. none, or very few?

9. How extensive and thorough should a career development plan be?

2 a. rigorous and detailed.

6 b. provide general guidelines.

2 c. informal discussions.

10. Should the career development plan (check one) consist of

4 a. general guidelines applicable to all staff members?

7 b. be tailored to the program of a specific employee?

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11. Should the career development plan be prepared by

- _____ a. the employee's division chief without review
by the Career Service Panel?
- 5 b. the employee's division chief with review by
the Career Service Panel?
- 1 c. the Career Service Panel?
- 2 d. Other

12. Do you favor rotation of staff members?

	<u>Yes</u>	<u>No</u>
a. Within ORD	<u>5</u>	<u>2</u>
b. Within DD/S&T	<u>8</u>	_____
c. Within the Agency	<u>9</u>	_____

13. What conditions, constraints, or criteria would you put on a rotation program?

The composite of response indicates that rotation of selected individuals into selected job assignments must be carefully planned and controlled. All parties to the rotation (employee, Division Chiefs, Office Directors) should agree to the conditions of the exchange before it occurs. Rotation should not be mandatory, rather it should be regarded as an opportunity for career development. Fitness reports should be prepared by the substitutional supervisor and promotions administered by the parent Career Service Panel. Support for such a rotation program should be evidenced by the DCI and the Deputy Directors.

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14. In the event of conflict, which assignments do you think should take precedence: those associated with the career development plan or those with project activities?

Four of the divisions favored project activities taking precedence over career development plans, but several among these qualified this position by stating:

- a. We are hired to conduct projects;
- b. A healthy output by a staff member assists rotation to another element.

Other respondents felt that neither activity should be so rigid or inflexible that it could not be altered or adjusted to unexpected career development opportunities or unanticipated work demands. Scheduling the allocation of resources and meeting the career development goals and project objectives were viewed to be a principal responsibility of the Division Chief.

15. What other factors do you consider to be important for incorporation in a career development program?

The responsibility for career development is largely the employee's with assistance, guidance, encouragement, and opportunity provided by the Agency. Several respondents felt that a DD/S&T Career Development Staff should be created to administer the activities.

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